



The Gray Book

DA Civilians and Title 10 Support of Contingency Operations (CONOPS)

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This document was compiled by the Office of the Deputy Chief of Staff, G3, HQ USAREUR/7A.



FOREWORD

This Handbook is designed to provide commanders and planners a reference guide for determining how and when to employ Department of the Army (DA) civilians in support of executing Title 10 functions during contingency operations (CONOPS).

The recommendations set forth in this Handbook were derived from lessons learned by the United States Army, Europe (USAREUR) over the past 7 years while supporting operations in the Balkans.

This publication is a guide and contains recommendations; it does not prescribe USAREUR policy. This Handbook serves as a starting point for developing a force structure that includes DA civilians in the successful execution of Title 10 requirements during CONOPS.

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CHAPTER 1 – INTRODUCTION

1-1. Purpose

The purpose of this handbook is to provide recommendations and insights as to when and how DA civilians can be employed in providing Title 10 support during contingency operations (CONOPS).

There are 14 chapters in this handbook followed by seven appendices. Chapter 1 briefly discusses the background and process. Chapters 2 through 13 outline the Title 10 support planning process in preparation for CONOPS and address the functional areas that can be performed by DA civilians. These chapters also provide recommended series and grade levels, and those areas to which special provisions apply during CONOPS. Chapter 14 outlines the service support functions that are required to execute Title 10 responsibilities. A short summary of the special provisions is provided under each functional chapter.

1-2. Background

USAREUR's involvement in CONOPS is increasing and becoming more complex daily. USAREUR's continued Executive Agent Title 10 responsibilities in the Balkans remain largely unchanged while recent combat operations, such as Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF), have required a much greater commitment of both military and DA civilian personnel. DA civilians allow commanders greater flexibility and more efficient use of the available military personnel; therefore, they are critical in performing unique functions and backfilling especially stressed military occupational specialties.

Although DA civilian employees have supported all of our military operations since World War II, the traditional image of DA civilians as strictly support personnel located far to the rear is changing. DA civilians are being deployed more often and in greater numbers nowadays in order to provide critical technical, supply, and maintenance support during military operations. Civilians fill very important roles and their employment should be planned and encouraged.

1-3. The Planning Process

Commanders must develop and implement plans to support CONOPS and all other levels of mobilization (DODD 1400.31). It is Army policy that DA civilians will be used to support the military in carrying out their missions. Plans for CONOPS must identify DA civilians who may be deployed to perform Title 10 functional duties in support of CONOPS (see app D) as well as additional possible resources to accomplish critical work should such a situation occur. These considerations should include the deployment and redeployment plans as well as replacement fill.

Commanders must plan for the employment of DA civilians to augment and/or replace military personnel in support of CONOPS. Table 1 outlines the CONOPS phases and the tasks most suitable for DA civilians to perform.

Table 1– CONOPS Phases and Major Tasks

CONOPS Phases	Military Tasks	DAC Capabilities	Minimum Operational Conditions
Pre-Deployment	<ul style="list-style-type: none"> • Planning • Reconnaissance • Warning Order • Mobilization 	<ul style="list-style-type: none"> • Site Survey • Mobilization 	<ul style="list-style-type: none"> • Long work hours (40-80)
Deployment	<ul style="list-style-type: none"> • Staging / Move • POEs / PODs • ISB Development • Log build 	<ul style="list-style-type: none"> • Movement • Log development • Engineering 	<ul style="list-style-type: none"> • High force protection • Min Quality of Life • Long work hours (40-80)
Execution (Sustainment)	<ul style="list-style-type: none"> • FOB Development • Stabilization • Security • Log Push 	<ul style="list-style-type: none"> • All Title 10 functions • Civilian Surge • Base functions 	<ul style="list-style-type: none"> • Predominant Mil force • High force protection • Fair Quality of Life • Above normal work hours (40-60)
Follow-on Operations	<ul style="list-style-type: none"> • Security • Stabilization • Log Sustainment 	<ul style="list-style-type: none"> • Assumption of military member functions 	<ul style="list-style-type: none"> • Reduced force protection • Improved Quality of Life • Reduced military presence • Normal work hours (40+)
Redeployment	<ul style="list-style-type: none"> • Movement • Base closeout • POEs / PODs 	<ul style="list-style-type: none"> • Movement • Engineering 	<ul style="list-style-type: none"> • Minimum military and Gov civilian presence • Normal work hours (40)

For the purposes of this handbook, a contingency is framed with five phases:

- Pre-deployment is the phase when units plan and prepare both military and personal aspects for an ensuing deployment. These actions set the foundation for operational success.
- Deployment includes all actions that may be required to move personnel and materiel from homestation, obtain battle dress uniforms (BDUs), etc. It may also include the development of infrastructure and buildup of equipment to support the execution phase.
- Execution is the period when the mission is accomplished—fulfilling the purpose of the commander's intent.
- Follow-on operations are any actions subsequent to the primary execution that continues the path to the endstate in the commander's intent.
- Redeployment is the final phase of the operation. This final positioning is usually defined in the endstate of the commander's intent.

Table 2 (on the next page) identifies significant Title 10 functions that USAREUR provides as an Army service component command. It also shows which staff directorates are responsible for oversight of those functions.

Table 2 - Table of Propensity

TITLE 10 FUNCTION	G1	G2	G3	G4	EN	G6	G8	CHAP	PAO	SURG	IG	JA	PM	CON	FIN	IRAC
PERSONNEL -Personnel Services -Postal -Education Assistance -Safety -MWR	X		X													
CHAPLAIN -Religious Activities -Services and Counseling								X								
PROVOST MARSHAL -Law Enforcement -Criminal/Traffic Investigations -Civil Policy Liaison -Physical Security -Customs													X			
FORCE PROTECTION			X													
TRANSLATION/LINGUIST		X														
LEGAL -Legal Assistance -Claims -Civil Law -Administrative Law -Criminal Law												X				
RESOURCE MANAGEMENT							X									
LOGISTICS -Supply -Maintenance -Theater Movement and Transportation				X												
ENGINEER -Facilities -Construction -Real Estate -Water Sanitation -Environmental					X											
CONTRACTING				X			X							X		
FINANCE -Pay Support -Check Cashing and Currency Conversion															X	
MEDICAL -Care and Treatment -Evacuation -Preventive Medicine -Veterinarian -Dental										X						
OTHER (NON-TITLE 10)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

The planning staff's knowledge of the statutes, regulations, and policy that apply, as well as an understanding of the authorities and limitation involved with employing DA civilians, is crucial. The significant ones are:

1. DODD 1404.10 provides for “. . .the involuntary assignment of civilian employees to E-E positions as may be necessary to meet the exigencies of the circumstances and when unforeseen contingencies prevent prior identification of those positions as being E-E.” Normally, civilian employees are deployed who have either agreed to accept E-E positions or are volunteers. This in no way restricts or limits the authority to direct involuntary deployments when necessary to accomplish the military mission. Seeking volunteers does not require wide-ranging or component/agency-wide searches. The search may be limited to the local workforce.

2. “It is DOD policy that the DOD civilian workforce shall be prepared to respond rapidly, efficiently, and effectively to meet mission requirements for all contingencies and emergencies.” (para 4, DODI 1400.32; DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures, 24 Apr 95).

3. According to paragraph 5-2e, AR 690-11, Mobilization Planning and Management, 14 Sep 90, during periods of rising tensions, short of a national emergency, Army activities will improve their capabilities through prudent use of the of the following management authorities currently available to them:

a. Authority to reassign or detail employees involuntarily to essential positions for up to 1 year.

b. Authority to relocate employees involuntarily, either permanently or temporarily, to essential worksites within the United States, or its territories and possessions.

c. Authority to implement, suspend, or modify certain civilian personnel administrative procedures at predetermined times.

Commanders and planners must clearly understand the conditions that must exist before deploying civilians. Mission, Enemy, Troops, Terrain, and Time available (METT-T) should be considered as part of the criteria for additional manpower requirements. Appendix E provides some criteria to help commanders and planners in deciding if the conditions are appropriate for the introduction of a DA civilian.

Commanders and planners must keep in mind that all new manpower requirements must be supported by justification that includes mission and workload estimates. New manpower requirements must be reviewed and approved by resource managers and appropriate functional proponents before they are submitted for consideration.

In the planning process, commanders and planners should remain sensitive to the timeline for introduction of a DA civilian in support of CONOPS. While it is possible for a DA civilian to immediately deploy in an emergency, most often the deployment of a DA civilian follows a process that best accommodates the employee, the losing organization, and the gaining organization. Appendix F provides generic processes and timelines from “needs development” through “deployment of a DA civilian.” Appendix G provides a comparison of income and entitlements for deployed military and civilian personnel.

When the circumstances of a particular situation raise questions or concerns about applicability and interpretation of guidance, or require more detailed information, Commanders, planners, and management officials should refer to the cited references or discuss the matter with the local civilian personnel advisory center.

CHAPTER 2 - PERSONNEL

TITLE 10 FUNCTION	PRE-	DEPLOYMENT	EXECUTION	FOLLOW-ON	REDEPLOYMENT
PERSONNEL					
- Personnel Services	X	X	X	X	X
- Postal		X	X	X	
- Education Assistance			X	X	
- Safety	X	X	X	X	X
- Morale, Welfare, and Recreation	X	X	X	X	X

Section I - Personnel Services

2-1. Mission

The mission of providing Title 10 personnel (personnel services) support includes delivery of personnel-support services to military and civilian members assigned to the area of operation (AO). This support includes casualty assistance/reporting and awards, though they are usually separate subfunctions.

2-2. Tasks

- Provide strength accounting and reporting for personnel.
- Process leave, pass, and rest and recuperation (R&R) requests for personnel.
- Process officer evaluation reports (OERs) and noncommissioned officer evaluation reports (NCOERs).
- Prepare promotion board packets for military personnel.
- Process emergency leaves and track personnel who have been medically evacuated (MEDEVAC).
- Provide casualty assistance/reporting.
- Process awards.

2-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

2-4. Standards: Series and Grades

The grade range could be GS09 to GS12, series 0201 (HR Specialist (Military Personnel)). The more general series 0301 (Administrative Services) may also be considered. The grade range for clerical/assistant work could be GS05 to GS07, series 0203 (HR Assistant (Military Personnel)) or series 0303 (General Clerical).

Section II - Postal

2-5. Mission

The mission of providing Title 10 personnel (postal) support includes delivery of military postal services and support for the deployed force and for personnel who are assigned for administrative control (ADCON) to provide Title 10 support.

2-6. Tasks

- Administration and special items.
- Operations and mail movement.
- Provide postal finance.
- Accountable mail.
- Custodian of postal effects.
- Directory and Box-R.
- Process postal claims.
- Provide postal supply.
- Perform unit mailroom and technical inspections.
- Operate the official mail distribution center.

2-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Operation of a military postal system is normally provided by a military postal platoon. If no military personnel are available, a commander may opt to provide this service with a civilian contingent.

2-8. Standards: Series and Grades

The grade would be GS04 to GS06, series 0303 (General Clerical).

Section III - Education Assistance

2-9. Mission

The mission of providing Title 10 personnel (education assistance) support includes Army continuing education services that improve readiness and sustain soldiers' on-going personal and professional development.

2-10. Tasks

- Conduct education site-survey visits to establish requirements and perform cost estimates.
- Coordinate with officials for education center design and construction.
- Deliver Army Continuing Education System (ACES) services: academic advising, DANTES, the Army Personnel Testing (APT) Program, classroom and distance learning (DL) college courses, Army tuition assistance, learning Center support services, basic and advanced skills training, and host nation (HN) language instruction.

2-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deploying units do not have the capability to administer the APT Program, which is critical to soldiers' military career development.

Deploying units cannot earn civilian education points for promotion without access to ACES.

2-12. Standards: Series and Grades

The grade range would be GS09 to GS12, series 1740 (Education Services Specialist).

Section IV - Safety

2-13. Mission

The mission of providing Title 10 personnel (safety) support is divided into the following functions:

- Tactical safety mission - the structured safety-risk identification and management support provided directly to the tactical commander. It is focused on tactical mission accomplishment (incl tactical asset protection). This supports all areas outside historically military occupational specialty (MOS) aviation safety.
- Base support (installation) safety mission - the structured nontactical supporting safety that develops as the logistics support structure develops, relieving tactical safety from dealing with routine base operation safety-risk identification and management.

2-14. Tasks

- Tactical operations safety.
- Explosives storage safety.
- Range safety.
- Tactical and nontactical vehicle operations safety.
- Heavy maintenance safety.
- Power distribution safety.
- Transportation operations safety.
- Petroleum, oils, and lubricants (POL) operations safety.
- Fire safety.
- Base operations safety.
- Airfield operations safety.
- Hospital and health care safety.
- Industrial Hygiene.

2-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Safety personnel are required throughout the duration of operations.

2-16. Standards: Series and Grades

The grade range would be GS12 to GS13, series 0018 (Safety) and series 0690 (Industrial Hygienist).

Section V - Morale, Welfare, and Recreation

2-17. Mission

The mission of providing Title 10 personnel (morale, welfare, and recreation (MWR)) support includes delivery of physical fitness, recreational, leisure, and quality-of-life services that have a direct effect on individual and unit morale.

2-18. Tasks

- Provide an MWR planner to deploying unit to write an operation plan (OPLAN) annex.
- Conduct site survey and provide subject-matter expertise on developing facilities and programs.
- Recruit, hire, train, and manage civilian MWR specialists to manage facilities.
- Maintain full program of MWR activities (incl fitness, recreation, entertainment, information services, and trips and tours).
- Prepare and execute MWR budget; select and procure equipment, supplies, newspapers, services; rest and recuperation (R&R); pass program; and entertainment.
- Coordinate all commercial and corporate sponsorship, gifts, and donations.
- Coordinate all support from nongovernmental assistance and relief agencies (such as American Red Cross, United Services Organization).
- Facilitate support from AAFES Exchange Services, Armed Forces Radio and Television, Army Community and Family Support Center, and other Governmental agencies.
- Coordinate with the Armed Forces Entertainment Office, military bands, and private organizations to schedule live professional entertainment tours.

2-19. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Commanders normally request assignment of an MWR planner during development of contingency plans. This person would move forward with the advance team as required by METT-T. Subsequent MWR personnel assignments would follow as the situation warrants.

2-20. Standards: Series and Grades

MWR specialists are nonappropriated fund employees in pay bands 3 through 4 or appropriated fund, GS09 to GS11. Particular skill series required are 0188 (Recreation Specialist), 0030 (Sports Specialist), and 0301 (Administrative Services). The MWR assistants are in pay band 2 or 3 or GS05 to GS07, series 0189 (Recreation Assistant).

CHAPTER 3 - CHAPLAIN

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
CHAPLAIN - Religious Activities - Services and Counseling			X	X	X

Section I - Religious Activities

3-1. Mission

The mission of providing Title 10 chaplain support includes religious support to ensure the free exercise of religion.

3-2. Tasks

- Provide religious services, rites, sacraments, and ordinances.
- Provide religious education.
- Provide professional support to the command and staff, management and administration, and religious and humanitarian support.
- Provide support planning and operations for religious support training.

3-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

3-4. Standards: Series and Grades

The grade range would be GS11 to GS12, series 0060 (excepted service). Requesting agencies establish their own qualification requirements and the position will be graded by the servicing personnel office.

Section II - Services and Counseling

3-5. Mission

The mission of providing Title 10 chaplain support (services and counseling) includes pastoral care, counseling, and related activities and support.

3-6. Tasks

- Provide pastoral care.
- Provide family life ministry.
- Provide institutional ministry.

3-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

3-8. Standards: Series and Grades

The grade range would be GS11 to GS13, series 0060 (excepted service). Requesting agencies establish their own qualification requirements and the position will be graded by the servicing personnel office.

CHAPTER 4 - PROVOST MARSHAL

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
PROVOST MARSHAL					
- Law Enforcement	X		X	X	
- Criminal and Traffic Investigations	X		X	X	X
- Civil Policy Liaison	X	X	X	X	X
- Physical Security	X	X	X	X	X
- Customs	X	X	X	X	X

Section I - Law Enforcement

4-1. Mission

The mission of providing Title 10 provost marshal (law enforcement) support includes military police (MP) desk and law enforcement operations; physical security inspections; military working dogs (MWDs); and detention/confinement operations using criminal and military police investigators (MPIs), traffic accident investigators (TAIs), and physical security inspectors (PSIs) to perform these MP missions.

4-2. Tasks

- Conduct law and order functions.
- Report serious incidents.
- Employ MWD teams.
- Conduct detention/confinement operations.
- Provide protective services for high risk personnel (HRP).
- Determine physical security requirements.
- Report incidents through the Centralized Operations Police Suite (COPS).

4-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Some positions for DA civilian consideration (including deputy provost marshal (DPM), PSI, installation management officer (IMO), and customs) can be a part of pre-deployment functions; deployment of other functions will depend on the maturity of the environment.

4-4. Standards: Series and Grades

The grade range would be GS06 to GS12, series 0083 or 0080 (Law Enforcement or Physical Security).

Section II - Criminal and Traffic Investigations

4-5. Mission

The mission of providing Title 10 provost marshal (criminal and traffic investigations) support includes investigating criminal activity and traffic accidents involving U.S. military and civilian members in theater. Investigations may require translation of documents, liaison with local police forces, and detention of U.S. subjects.

4-6. Tasks

- Establish liaison with host nation (HN) police and emergency responders.
- Coordinate with local security managers, military intelligence detachment, and local police authorities in order to leverage police intelligence operations.
- Provide technical expertise to the provost marshal.
- Investigate criminal activities and traffic accidents, prepare electronic reports, and inform MP desk.

4-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Limited DA civilian positions can be considered during the pre-deployment phase for immediate deployment depending on the maturity of the theater.

4-8. Standards: Series and Grades

The grade range would be GS09 to GS11, series 0083 or 1811 (Law Enforcement or Criminal Investigations).

Section III - Civil Policy Liaison

4-9. Mission

The mission of providing Title 10 provost marshal (civil policy liaison) support includes ensuring that HN laws, agreements, and legal requirements are met by U.S. Forces.

4-10. Tasks

- Establish and maintain liaison with local HN government and police agencies on SOFA relating to law enforcement.
- Establish and maintain liaison with U.S. military judge advocate general (JAG) office on legal issues.
- Provide local expertise to the provost marshal.
- Have language proficiency (reading, writing, speaking).
- Have cultural knowledge of HN.

4-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Limited DA civilian positions can be considered during the pre-deployment phase for immediate deployment depending on the maturity of the theater.

4-12. Standards: Series and Grades

The grade range would be GS09 to GS12, series 0301 (Administrative Services).

Section IV - Physical Security

4-13. Mission

The mission of providing Title 10 provost marshal (physical security) support includes establishing and executing a physical security program in accordance with applicable DOD, DA, AE, and USAREUR directives that provides physical security support for assigned, attached, and tenant units throughout the forward area of responsibility (AOR) during CONOPS.

4-14. Tasks

- Plan, develop, and manage a physical security program in accordance with AR 90-11, AR 190-13, AR 190-51, AR 525-13, and other applicable regulations.
- Provide technical advice and assistance to commanders, staff, and the provost marshal on physical security, security guard force requirements, and crime prevention matters.
- Oversee coordination of physical security plans and SOPs and other requirements with local commanders and tenant units and activities.
- Manage and conduct physical security surveys and inspections of designated mission-essential or vulnerable areas (MEVAs) and help commanders develop corrective action plans to mitigate identified security vulnerabilities.
- Coordinate use of contract guard services and serve as the contracting officer's representative (COR) for security guard contracts.
- Identify physical security requirements to responsible commanders and submit them to local construction officials for design and cost estimates. Review new construction projects to ensure they meet both DOD physical security standards and local security environment considerations.

4-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Commanders would determine deployability of GS or contract personnel depending on the maturity of the theater. Deployed units do not have the required number of trained military personnel in carrier field 31 nor is there sufficient time to identify and train individuals to assure the physical security support mission. Positions would be filled primarily by GS employees. Contractor personnel would be used if there were insufficient GS candidates available or if there was not enough time to identify and train GS employees for the mission.

4-16. Standards: Series and Grades

The grade range would be GS09 to GS12, series 0080 (Physical Security Specialist) with law enforcement and physical security experience.

Section V - Customs

4-17. Mission

The mission of providing Title 10 provost marshal (customs) support includes inspecting and preclearing for U.S. Department of Agriculture (USDA) purposes all CONUS-bound DOD-sponsored cargo to ensure that all retrograde shipments to the USEUCOM AOR or to CONUS are in compliance with the USDA standard.

4-18. Tasks

- Provide policy and procedures for conducting military agriculture quarantine and inspection (AQI) preclearance operations that support CONOPS involving the movement of U.S. Forces to CONUS.
- Provide customs border clearance agents (CBCAs) to support and enforce the USDA requirement for all DOD-sponsored retrograde cargo and equipment to be inspected and examined in the overseas area before its departure to CONUS.
- Responsible for training, USDA certification, and administrative oversight.
- Conduct investigations of customs violations and report findings to the customs executive agent (CEA) or provost marshal (PM).
- Establish and conduct liaison with local and government law enforcement agencies.
- Provide subject-matter expert (SME) expertise to the CEA or PM.

4-19. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

The customs border clearance agent should be considered as part of the pre-deployment phase for immediate deployment. Additionally, CBCAs should be available to provide assistance to the emerging base throughout its lifecycle

4-20. Standards: Series and Grades

The grade range would be GS09 to GS11, series 1801 (Customs/Border Patrol Clearance Agent) and GS09 to GS11, series 1811 (Customs Investigator).

CHAPTER 5 - FORCE PROTECTION

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
FORCE PROTECTION	X			X	X

5-1. Mission

The mission of providing Title 10 force protection support includes antiterrorism/force protection for assigned, attached, and tenant units throughout the forward area of responsibility (AOR) during CONOPS.

5-2. Tasks

- Manage and conduct AT/FP training and provide AT/FP level I training.
- Provide technical advice and assistance to planners in conducting reviews of AT/FP operation plans (OPLANs) and standing operating procedures (SOPs).
- Oversee coordination of AT/FP plans, orders, and other implementing guidance with tenant units and local supporting host nation emergency responders (for example, police, fire department).
- Coordinate with local security managers, military intelligence detachment, and military police authorities to obtain accurate intelligence on the activities, intentions, and capabilities of threat groups.
- Provide AT/FP requirements and projects to local construction officials for cost estimates and design. Review new construction projects and renovations to ensure they meet DOD security standards.

5-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

A force-protection specialist/subject-matter expert (SME) is required to conduct initial FP assessments of emerging forward operating bases (FOBs), base camps, or other critical infrastructure (specifically, facilities used by high risk personnel (HRP) and facilities that may be designated as high value targets (HVTs) or high density targets (HDTs).

Units frequently do not have the required number of AT level II trained individuals and require AT/FP augmentation.

5-4. Standards: Series and Grades

The grade range would be GS09 to GS12, series 0301 (Administrative Services), with AT and FP experience.

CHAPTER 6 - TRANSLATION/LINGUIST

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
TRANSLATION/LINGUIST		X	X	X	

6-1. Mission

The mission of providing Title 10 translation/linguist support includes having a contracting officer's representative (COR) for linguist support during CONOPS.

6-2. Tasks

- Perform COR duties in support of CONOPS linguist support contract, which provides translators/interpreters to U.S. Forces.
- Act as the primary interface between military customers having linguist requirements, the contractor site manager, and the contracting officer.
- Coordinate with and assist units in requirement identification and validation.
- Ensure all contractual requirements in the performance work statement are satisfied.

6-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

6-4. Standards: Series and Grades

The grade range would be GS11 to GS12, series 1102 (Contract Specialist).

CHAPTER 7 - LEGAL

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
LEGAL - Legal Assistance - Claims - Civil Law - Administrative Law - Criminal Law	X	X	X	X	X

Section I - Legal Assistance

7-1. Mission

The mission of providing Title 10 legal (legal assistance) support includes ensuring soldiers' and DA civilians' personal affairs are in order.

7-2. Tasks

- Manage and participate in soldier readiness processing (SRP) processing (incl reviewing Soldiers' Group Life Insurance (SGLI) beneficiary designations; preparing wills or powers of attorney as necessary or requested; and addressing Soldiers and Sailors Civil Relief Act (SSCRA) issues and family care plan concerns).
- Coordinate with the local bar and courts concerning current legal assistance issues or stays required by the mobilization or deployment.
- Be prepared to resolve the full range of legal assistance cases during deployment and redeployment, to include family law, debtor-creditor, and SSCRA matters.
- Provide federal and state income tax assistance.
- Resolve outstanding legal assistance matters in the deployment theater or coordinate to ensure they are resolved at homestation after redeployment.

7-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

7-4. Standards: Series and Grades

The grade range would be GS12 to GS14, series 0905 (General Attorney), with legal assistance training or experience.

Section II - Claims

7-5. Mission

The mission of providing Title 10 legal (claims) support includes items specified in the Claims Program, which investigates, processes, adjudicates, and settles claims on behalf of and against the United States worldwide under the authority conferred by statutes, regulations, international and interagency agreements, and DOD directives. The Claims Program supports commanders by preventing distractions to the operation from claim-ants, promoting the morale of military personnel by compensating them for property damage suffered incident to service, and promoting good will with the local population by providing compensation for personal injury or property damage caused by Army or other DOD personnel.

7-6. Tasks

- Develop the claims architecture for the planned operation. This includes factors like the type and duration of the deployment, the area to which deployed, the existence of international agreements governing the presence of U.S. personnel and the processing of claims, host nation (HN) law, and service claims responsibility for the area.
- Provide training for deployable claims attorneys, legal specials, and unit claims officers (UCO).
- Provide technical advice to UCOs.
- Provide preventive law advice concerning homestation storage of personal property, and information briefings to deploying personnel about theater claims policies, including policies concerning any types or amounts of personal property for which compensation will not be paid.
- Inform HN authorities how claims will be processed, provide information to the local population about claims procedures, and obtain translation services and local legal advice.
- Ensure all filed claims are paid, closed, or transferred to a claims office with post-deployment responsibility for the area. Claims personnel at homestation must be prepared to receive and process claims by deployed personnel for damage to property damaged in storage during deployment.

7-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

7-8. Standards: Series and Grades

The grade range of a claims attorney authority would be GS12 to GS13, series 0905 (Attorney Advisor), with deployment claims training or experience.

Section III - Civil Law

7-9. Mission

The mission of providing Title 10 legal (civil law) support includes helping commanders understand the authorities and limitations imposed by international law, contract, fiscal law, and providing legal advice pertinent to acquisition planning, contract formation, bid protests, contract performance, contract dispute litigation, fiscal law, procurement fraud, and oversight of procurement fraud programs, taxation, Government-furnished property (GFP), labor standard compliance, real property, nonappropriated funds (NAFs), commercial activities and bankruptcy.

7-10. Tasks

- Advise commanders and train soldiers regarding environmental law issues related to overseas and domestic military operations.
- Furnish legal advice and assistance to procurement officials during all phases of the contracting process.
- Oversee an effective procurement fraud abatement program.
- Provide advice to the command on battlefield acquisition, contingency contracting, Logistics Civil Acquisition Program, Acquisition and Cross-Servicing Agreements, and overseas real estate and construction.
- Provide advice on the proper use and expenditure of funds, interagency agreements for logistics support, security assistance, and support to non-Federal agencies and organizations.
- Provide advice on all aspects of environmental matters, to include HN laws.
- Provide advice on real estate law.
- Assist the planning for contracting by identifying the legal authorities for contracting, obtaining relevant acquisition agreements, and defining procurement procedures for the operation.
- Assist the planners by identifying funding authorities supporting the mission.

7-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

7-12. Standards: Series and Grades

The grade range for a civil law attorney would be GS12 to GS14, series 0905 (Attorney Advisor), with contracting and fiscal law training or experience. The grade range for an environmental law attorney would be GS12 to GS14, series 0905 (Attorney Advisor) with environmental training or experience.

Section IV - Administrative Law

7-13. Mission

The mission of providing Title 10 legal (administrative law) support includes ensuring the efficient and expeditious processing of actions involving the following specialized legal areas: military personnel law, Government information practices, investigations, private organizations, civilian employment law, military installations, and Government ethics.

7-14. Tasks

- Brief deploying personnel concerning issues arising in the theater, such as family care plans and foreign gifts.
- Supervise the Government ethics program, to include the filing of financial disclosure forms.
- Advise commanders on military personnel law, Government information practices, investigations, private organizations, civilian employment law, conscientious objection, and family care plans.

7-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

7-16. Standards: Series and Grades

The grade range would be GS13 to GS14, series 0905 (General Attorney), with administration law training or experience.

Section V - Criminal Law

7-17. Mission

The mission of providing Title 10 legal (criminal law) support includes promoting justice and assisting commanders in maintaining good order and discipline in the armed forces.

7-18. Tasks

- Use a closed microphone system or other recording device, transcribe and produce verbatim and summarized records of trial, depositions, investigations, and other hearings within a general courts-martial jurisdiction.
- Maintain and safeguard exhibits and logs of all proceedings.
- Make the proper disposition of records.
- Obtain necessary pre-trial information, make arrangements for the recording of the proceedings, secure seating charts, and secure information from the participants.

7-19. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

7-20. Standards: Series and Grades

The grade range for a court reporter would be GS09 to GS10, series 0319 (Closed Microphone Reporting).

CHAPTER 8 - RESOURCE MANAGEMENT

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
RESOURCE MANAGEMENT - Budget Requirements	X	X	X	X	X

8-1. Mission

The mission of providing Title 10 resource management (RM) support includes managing unit funds.

8-2. Tasks

- Develop obligation plan; provide quarterly update to higher headquarter comptroller.
- Formulate unit budget for upcoming fiscal year.
- Complete and certify funds for travel orders and purchase request and commitments (PR&Cs), military interdepartmental purchase requests (MIPRs), and bulk funds.
- Provide RM guidance to the commander and staff.
- Conduct Program Budget Advisory Council (PBAC).

8-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deployed command and staff does not have sufficient RM capacity on hand.

On-site RM guidance and execution functions are required to ensure unit funds are managed properly, legally, and efficiently; and to ensure sufficient funding is available to accomplish the mission.

8-4. Standards: Series and Grades

The grade range would be GS09 to GS12, series 0560 (Budget Analyst), with Database Commitment Accounting System (dbCAS) experience.

CHAPTER 9 - LOGISTICS

TITLE 10 FUNCTION	PRE- DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
LOGISTICS - Supply - Maintenance - Theater Transportation and Movement - Field Services	X	X	X	X	X

Section I - Supply

9-1. Mission

The mission of providing Title 10 logistics (supply) support includes establishing and running a responsive supply and distribution system and procedures to enable soldiers and civilians to maintain a high state of readiness and maximum mission accomplishment while deployed; providing staff management, coordination, and oversight of excess management programs; and promoting sustainability, supportability, and logistics readiness of selected materiel and weapons systems.

9-2. Tasks

- Serve as the property book accountable officer.
- Provide technical supply and equipment management support.
- Serve as supply and equipment action officers/liaison.

9-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

9-4. Standards: Series and Grades

The grade ranges and series would be GS12, series 0346 (Logistics Management Specialist); GS09 to GS11, series 2001 (General Supply Specialist); and GS07, series 2005 (Supply Technician).

Section II - Maintenance

9-5. Mission

The mission of providing Title 10 logistics (maintenance) support includes managing the Army ground and aviation maintenance programs in the area of responsibility. This responsibility covers all aspects of the Army ground and aviation programs, including oversight of maintenance contracts.

9-6. Tasks

- Provide oversight to ground and aviation maintenance operations to ensure regulatory guidelines for repair, readiness, and serviceability are met.
- Provide oversight for all aspects of the ground and aviation maintenance operations, to include ensuring equipment is maintained to -10/-20 standard.
- Perform contracting officer's representative (COR) functions for aviation and ground maintenance contracts.
- Conduct logistical planning, policy, and execution of all areas related to ground and aviation maintenance.
- Direct, coordinate, and exercise staff supervision of logistical maintenance operations in each area of responsibility.
- Provide guidance and interpret regulations that affect ground and aviation maintenance operations to ensure the highest readiness rates for major end items.

9-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

9-8. Standards: Series and Grades

The grade range and series would be GS12 to GS13, series 0346 (Logistics Management Specialist - Aviation; Logistics Management Specialist - Ground; or Logistics Management Specialist - Director of Logistics).

Section III - Theater Transportation and Movement

9-9. Mission

The mission of providing Title 10 logistics (theater transportation and movement) support includes establishing theater movement and uninterrupted operational-logistics and power-projection support throughout the area of operation for Army, joint, and multinational forces; and providing staff management, coordination, and oversight for transportation and movement actions.

9-10. Tasks

- Provide theater distribution and operational movements.
- Conduct reception, staging, and onward movement (RSO) operations.
- Conduct theater power projection support.
- Provide a deployable theater's logistics command.
- Provide a deployment processing center (DPC).
- Provide theater distribution center (TDC) operations.

9-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

9-12. Standards: Series and Grades

The grade range and series would be GS11 to GS13, series 2130 (Traffic Management Specialist) or series 0346 (Logistics Management Specialist).

Section IV - Field Services

9-13. Mission

The mission of providing Title 10 logistics (field services) support includes managing the Army Food Service Program in the area of responsibility. This responsibility covers all aspects of the Army Food Service Program (incl oversight of dining facilities and required tactical feeding).

9-14. Tasks

- Provide oversight to dining facility operations to ensure that regulatory guidelines for nutrition, sanitation, and accountability are met.
- Provide oversight for all aspects of the food service budget, including dining facility accounts, replacement of food service equipment and supplies, and personnel uniforms.
- Perform COR functions for food service contracted positions.
- Advise the commander on all aspects of the Army Food Service Program, interpret and provide guidance on regulatory matters.

9-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

There is a regulatory requirement that there be a class I accountable officer, which is mandated to be Government employee position.

9-16 Standards: Series and Grades

The recommended grade and series is nonappropriated fund NA3 or NA4 or appropriated fund GS11, series 1101 (Business and Industry).

CHAPTER 10 - ENGINEER

TITLE 10 FUNCTION	PRE- DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
ENGINEER - Facilities - Construction - Real Estate - Water Sanitation - Environmental	X			X	X

Section I - Facilities

10-1. Mission

The mission of providing Title 10 engineer (facilities) support includes administrative and support responsibilities for all units in the area of operations.

10-2. Tasks

- Provide guidance and assistance in master planning.
- Provide guidance and assistance in construction and maintenance projects.
- Provide oversight of contracts.
- Provide guidance and assistance in the technical review of construction contracts.

10-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

10-4. Standards: Series and Grades

The grades and series ranges would be GS13, series 0801 (General Engineer); GS13, series 0801/0810 (Operations Officer); GS13, series 0810 (Civil Engineer); GS13, series 0850 (Electrical Engineer); GS13, series 0830 (Mechanical Engineer); GS07 to GS09, series 0802 (Engineering Technician-CAD); GS12, series 0809 (Construction Representative); GS05 to GS07, series 0303 (Miscellaneous Clerk).

Section II - Construction

10-5. Mission

To mission of providing Title 10 engineer (construction) support includes assisting in, supervising, and overseeing base camp construction projects and reviewing staff action summaries for proposed projects.

10-6. Tasks

- Review projects for best business practices.
- Provide assistance in project design.
- Identify and recommend “reach-back support” as needed to ensure technical requirements and challenges are met.

10-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

10-8. Standards: Series and Grades

The grades and series ranges would be GS13, series 0801 (General Engineer); GS13, series 0801/0810 (Operations Officer); GS13, series 0810 (Civil Engineer); GS13, series 0850 (Electrical Engineer); GS13, series 0830 (Mechanical Engineer); GS07 to GS09, series 0802 (Engineering Technician-CAD); GS12, series 0809 (Construction Representative); GS05 to GS07, series 0303 (Miscellaneous Clerk).

Section III - Real Estate

10-9. Mission

The mission of providing Title 10 engineer (real estate) support includes assisting commanders in all real estate actions.

10-10. Tasks

- Advise commander on real estate needs.
- Deploy downrange and acquire the facilities and land required for the mission.
- Coordinate with the downrange real estate specialists to ensure transactions are completed on time.

10-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

10-12. Standards: Series and Grades

The grades and series ranges would be GS12 to GS13, series 1170 (Realty Specialist); GS12 to GS13, series 1171 (Appraising Specialist); GS07, series 1101 (Realty Specialist Assistant).

Section IV - Water Sanitation

10-13. Mission

The mission of providing Title 10 engineer (water sanitation) support includes issuing guidance on water sanitation issues and expert advice to the commander.

10-14. Tasks

- Provide support to the camp planning process to ensure the correct system is used.
- Monitor system operations and provide support as required.

10-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

During the planning process for any new base camps.

When a system fails or is not working properly.

10-16. Standards: Series and Grades

The grade range and series would be GS12 to GS13, series 0819 (Environmental Engineer).

Section V - Environmental

10-17. Mission

The mission of providing Title 10 engineer (environmental) support includes giving guidance and assistance to the commander and deployed environmental specialists on a wide range of issues that include solid waste management, wastewater services, and environmental protection.

10-18. Tasks

- Provide guidance and oversight for initiatives and projects covering environmental and facilities engineering projects.

10-19. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deploy to the planning boards and the construction of camps to ensure systems will function with the overall base plan.

Deploy when needed to review systems and meet with environmental specialists from the Army, contractors, and local nationals.

10-20. Standards: Series and Grades

The recommended grade and series is GS11 or GS12, series 0028 (Environmental Protection Specialist).

CHAPTER 11 - CONTRACTING

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
CONTRACTING	X			X	X

11-1. Mission

The mission of providing Title 10 contracting support includes having a contingency contracting officer (CCO) appointed in writing through a warrant (SF 1402) to bind the Government and obligate funds; to enter into, administer, and terminate contracts and make related determinations and findings on behalf of the Government.

11-2. Tasks

- Fill logistical gaps between organic and mobilized logistical support by executing, administering, and terminating contracts with commercial entities (local and abroad).
- Establish a fully functional contracting office that consolidates requirements, identifies viable sources, leverages buying power, and provides a focal point for commercial buying to the commander.
- Supplement or stand in for host nation (HN) agreements.
- Participate on acquisition review boards.
- Conduct quarterly reviews of contract actions.
- Manage contracting officer's representatives (CORs) to ensure they are performing their administrative duties on assigned contracts in accordance with their appointment.
- Appoint field ordering officers and blanket purchase agreement callers.

11-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Contracting bridges gaps between organic and mobilized support at the onset of an operation and, in some cases, for the duration of the contingency. Contracting support plans will consider HN agreements, Logistics Civil Augmentation Program (LOGCAP) support, mission duration, air-/sea-lift capabilities, force limits, and a variety of HN factors. CCOs must be included in pre-deployment planning to make these assessments and meet commander priorities with contracts that are legal and enforceable. Re-deployment requires CCOs to terminate, close out, and make final payment on contracts consistent with the re-deployment timeline. Considering contracting at these critical decision points ensures CCOs can provide a consistent level of support during the operation.

11-4. Standards: Series and Grades

The grade range is GS11 or GS12, series 1102 (Contracting Officer) with a minimum level II Defense Acquisition Workforce Improvement Act (DAWIA) certification.

CHAPTER 12 - FINANCE

TITLE 10 FUNCTION	PRE- DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
FINANCE - Pay Support - Check Cashing and Currency Conversion				X	X

Section I - Pay Support

12-1. Mission

The mission of providing Title 10 finance (pay support) support includes delivery of continuous military pay service.

12-2. Tasks

- Process Active and Reserve Component pay transactions.
- Perform Daily Pay Report management.
- Print and distribute leave and earnings statements (LESSs) and unit commander's finance reports (UCFRs).
- Manage voucher balancing/merged accountability and fund reporting reconciliation report.
- Process pay inquiries and unit transmittals.
- Maintain monthly entitlement verification lists.
- Debt management.
- In- and out-process soldiers in area of responsibility.

12-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

12-4. Standards: Series and Grades

The grade ranges and series would be GS04 through GS07, series 0545 (Military Pay Technician); and grades GS04 to GS05, series 0540 (Voucher Examiner).

Section II - Check Cashing and Currency Conversion

12-5. Mission

The mission of providing Title 10 finance (check cashing and currency conversion) includes financial transactions for eligible personnel (incl cash in exchange for personal checks and other negotiable instruments and currency conversions according to regulations, local procedures, and policies).

12-6. Tasks

- Determine eligibility of individual requesting to cash checks or convert currency.
- Enforce check-cashing limits.
- Ensure proper documentation is completed during each transaction.
- Processing insufficient-funds checks.
- Execute procedures for receipt, custody, and safeguarding of money and checks.

12-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

12-8. Standards: Series and Grades

The recommended series and grade are GS04 to GS05, series 0530 (Cash Clerk/Teller/Cashier).

CHAPTER 13 - MEDICAL

TITLE 10 FUNCTION	PRE-DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
MEDICAL					
- Care and Treatment	X				X
- Evacuation	X				X
- Preventive Medicine	X	X	X	X	X
- Veterinarian	X	X	X	X	X
- Dental	X				X

Section I - Care and Treatment

13-1. Mission

The mission of providing Title 10 medical (care and treatment) support includes the provision and oversight of healthcare and medical treatment to assigned, attached, and tenant units throughout the area of responsibility (AOR) during the entire deployment cycle. It includes oversight responsibility for all healthcare and medical treatment of U.S. personnel and monitoring of out of sector support for U.S. personnel.

13-2. Tasks

- Provide quality healthcare and medical treatment.
- Manage, conduct, and certify/validate medical training.
- Provide technical medical advice and assistance to planners in conducting reviews of operation plans (OPLANs) and standing operating procedures (SOPs).
- Oversee coordination of medical plans, orders, and other implementing guidance with tenant units and local supporting host nation emergency responders and healthcare providers.

13-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

A healthcare/medical specialist/subject-matter expert (SME) is required to perform healthcare functions or to train, evaluate, or validate medical or healthcare personnel or equipment.

13-4. Standards: Series and Grades

The grade range would be GS09 to GS15, series 06XX or 0802 (depending on the specific specialty needed). (See <http://www.fedworld.gov/jobs-occ.txt>.)

Section II - Evacuation

13-5. Mission

The mission of providing Title 10 medical (evacuation) support includes the provision and oversight of medical evacuation of assigned, attached, and tenant units and other authorized U.S. personnel throughout the AOR during the entire deployment cycle. It includes coordination for medical evacuation of U.S. personnel in non-U.S. facilities.

13-6. Tasks

- Provide timely, efficient, and effective medical evacuation of casualties.
- Manage, conduct, and certify/validate medical evacuation training.
- Provide technical medical advice and assistance to planners in conducting reviews of OPLANs and SOPs.
- Oversee coordination of medical plans, orders, and other implementing guidance with tenant units and local supporting host nation emergency responders and other medical evacuation providers.

13-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

A medical evacuation specialist/SME is required to perform evacuation functions or to train, evaluate, or validate medical evacuation personnel or equipment.

13-8. Standards: Series and Grades

The grade range would be GS09 to GS15, series 06XX or 0802 (depending on the specific specialty needed). (See <http://www.fedworld.gov/jobs-occ.txt>.)

Section III - Preventive Medicine

13-9. Mission

The mission of providing Title 10 medical (preventive medicine) support includes the provision and oversight of preventive medicine services to assigned, attached, and tenant units throughout the AOR during the entire deployment cycle.

13-10. Tasks

- Provide force health protection/preventive medicine services.
- Manage, conduct, and certify/validate force health protection and preventive medicine training.
- Provide technical medical advice and assistance to planners in conducting reviews of OPLANs and SOPs.
- Oversee coordination of medical plans, orders, and other implementing guidance with tenant units and local supporting host nation force health protection/preventive medicine/public health providers.
- Coordinate with local public health managers; Government, international, and nongovernment organizations; and military medical authorities to obtain accurate intelligence on health threats in the area of operation and in the area of interest.
- Provide preventive medicine requirements and projects to local construction officials for cost estimates and design. Review new construction projects and renovations to ensure they meet DOD environmental and public health standards.

13-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

A preventive medicine specialist/SME is required to perform force health protection functions or to train, evaluate or validate preventive medicine personnel or equipment.

13-12. Standards: Series and Grades

The grade range would be GS09 to GS15, series 0018, 0028, 0029, 0414, 06XX, 0819, 1306, 1863 (depending on the specific specialty needed). (See <http://www.fedworld.gov/jobs-occ.txt>.)

Section IV - Veterinarian

13-13. Mission

The mission of providing Title 10 medical (veterinary) service support includes the provision and oversight of veterinary services to assigned, attached, and tenant units throughout the AOR during the entire deployment cycle.

13-14. Tasks

- Provide veterinary services.
- Manage, conduct, and certify/validate veterinary service training.
- Provide technical veterinary service advice and assistance to planners in conducting reviews of OPLANs and SOPs.
- Oversee coordination of medical plans, orders, and other implementing guidance with tenant units and local supporting host nation veterinary service providers.
- Coordinate with local public health managers; Government, international, and nongovernmental organizations; and military veterinary authorities to obtain accurate intelligence on health threats in the area of operation and in the area of interest.
- Provide veterinary service requirements and projects to local construction officials for cost estimates and design. Review new construction projects and renovations to ensure they meet DOD public health standards.

13-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

A veterinary service specialist/subject-matter expert (SME) is required to perform veterinary service/force health protection functions or to train, evaluate or validate veterinary service personnel or equipment.

13-16. Standards: Series and Grades

The grade range and series would be GS09 to GS15, series 0701, 0704, or 1863.

Section V - Dental

13-17. Mission

The mission of providing Title 10 medical (dental) service support includes the provision and oversight of dental services to assigned, attached, and tenant units throughout the AOR during the entire deployment cycle.

13-18. Tasks

- Provide dental services.
- Manage, conduct, and certify/validate dental service training.
- Provide technical dental service advice and assistance to planners in conducting reviews of OPLANs and SOPs.
- Oversee coordination of medical plans, orders, and other implementing guidance with tenant units and local supporting host nation veterinary service providers.

13-19. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

A dental service specialist/SME is required to perform dental service functions or to train, evaluate, or validate dental service personnel or equipment.

13-20. Standards: Series and Grades

The grade range and series would be GS07 to GS15, series 0647, 0680, 0681, 0682, or 0683.

CHAPTER 14 - NON-TITLE 10 SUPPORT FUNCTIONS

FUNCTION	PRE- DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPS	REDEPLOYMENT
PUBLIC AFFAIRS	X	X	X	X	
INTELLIGENCE		X	X	X	X
COMMUNICATIONS				X	X
INTERNAL REVIEW AND AUDIT					
COMPLIANCE					
TRAINING	X	X	X	X	X
INSPECTOR GENERAL				X	X
AIRFIELD OPERATIONS				X	X

Section I - Public Affairs

14-1. Mission

Public affairs is a function of command. The public affairs officer for a CONOPS is a member of the personal staff of the operational commander. Public affairs operations include media relations, command information, and coordination with civil affairs personnel on community-relations-type operations in the forward area of responsibility (AOR).

14-2. Tasks

- Provide counsel to the commander as a personal staff officer. Includes participation in operational planning.
- External media relations, including operation of media centers, work with embedded or independent (unilateral) media, support for media briefings, and coordination of support for and movement of media in the AOR.
- Coordination of the command information program to communicate to the deployed force and provide internal information to rear detachments and other audiences outside the AOR. Includes journalist-type tasks of gathering information and still and motion images and producing print and broadcast materials.
- Participation in the information operations (IO) campaign planning and execution as part of the IO work group or IO battle staff.
- Coordination with civil affairs and nongovernmental organizations (NGOs) to communicate with the local population in the AOR. Public affairs traditionally leads the community-relations effort in garrison settings, but not during CONOPS.

14-3. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deploying units do not have the required number of military public affairs personnel and military augmentees are not available. A military PAO is required as lead spokesperson for CONOPS.

Civilian PAOs are available with the required level of operational knowledge and experience to provide the command credible counsel and accurately describe command actions to the media. Operational experience is also required for civilians who might fill “behind the scenes” functions in command information or media operations.

Operation of media centers and command information operations offer the better opportunities for use of civilian personnel.

14-4. Standards: Series and Grades

The grade range would be GS09 to GS13, series 1035 (Public Affairs Specialist), with operational background.

Section II - Intelligence

14-5. Mission

The mission is to provide intelligence analytical support during CONOPS.

14-6. Tasks

- Performs or coordinates collection management, analysis, processing, and dissemination of strategic and tactical intelligence. Prepares all source intelligence products to support the combat commander. Assists in determining significance and reliability of incoming information.
- Analyzes current intelligence holdings to identify gaps and subsequent intelligence collection requirements. Assists in the preparation of reports on captured enemy material. Prepares periodic and special intelligence reports, plans, and briefings.
- Assists in the preparation of indicators to satisfy priority intelligence requirements (PIR).
- Assists in appraisal of intelligence, operations, and training procedures. Coordinates operation requirements with subordinate units. Supervises personnel and collection management in an analysis control element (ACE).

14-7. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

14-8. Standards: Series and Grades

The grade range and series would be GS11 to GS13, series 0132 (Intelligence Analyst).

Section III - Communications

14-9. Mission

The mission of providing communication services includes the provision and management of strategic commercialized communications, including telephone and data services (nonsecure Internet protocol router network (NIPRNET), secure Internet protocol router network (SIPRNET), secure and unsecure video-teleconferencing (VTC) capabilities), network management, information assurance, circuit engineering, and desktop automation.

14-10. Tasks

- Provide communication support to aerial ports of embarkation (APOEs), aerial ports of debarkation (APODs), seaports of embarkation (SPOEs), seaports of debarkation (SPODs), and intermediate staging areas (ISAs).
- Provide desktop automation and voice services.
- Provide help desk customer support.
- Provide network management and circuit engineering.
- Provide automation and document management support.
- Provide information assurance.
- Provide information dissemination management.
- Provide service provisioning (requests for supplies).
- Provide communications security (COMSEC).
- Spectrum management.

14-11. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

During deployment and re-deployment: provide communication at embarkation and debarkation locations and ISAs. At deployed locations: after the tactical voice network is mature and commercialization is beginning.

14-12. Standards: Series and Grades

The grade range would be GS09 to GS12, series 2210 (Information Technology), 0391 (Telecommunications).

Section IV - Internal Review and Audit Compliance

14-13. Mission

The mission of providing internal review and audit compliance support is to help the commander accomplish missions, goals, and objectives by providing reliable, timely, and independent auditing and consulting services that focus on management controls; evaluate risks; improve quality, economy, and efficiency; foster stewardship; and help assure best business practices.

14-14. Tasks

- Advise commanders and staffs on audit-related matters.
- Prepare and execute an annual audit program.
- Evaluate problem areas, determine causes, and recommend solutions through formal audits, quick-response audits, consulting, advisory reviews, and cost analyses.
- Perform audit follow-up on significant external and internal audits to ensure recommendations have been implemented and are effective, problems have been corrected, and recurring deficiencies are identified.
- Provide audit liaison for external audit agencies, to include facilitating visits, ensuring command understands audit objectives, facilitating negotiations between command and external auditors relative to results and recommendations, and assisting in preparation of command replies to ensure accuracy and responsiveness.

14-15. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deploying units do not have organic internal review resources.

Commanders are responsible for the accomplishment of their missions and for effective stewardship of resources provided. Internal review provides important services to commanders to ensure preservation and proper use of resources and represents a primary component of their management-control process. Internal review provides a professional, objective, and independent analytical capability not found elsewhere on their staff.

14-16. Standards: Series and Grades

The grade range would be GS12 to GS13, series 0511 (Senior Auditor/Supervisory Auditor).

Section V - Training

14-17. Mission

The mission of providing training support includes helping deploying units identify their training-support needs and providing deployed units with training support so they can train skills needed during deployment and redeployment and sustain warfighting mission-essential task list (METL) skills during stability and support operations (SASO).

14-18. Tasks

- Contact deploying unit early in the planning stage to provide assistance.
- Provide deploying unit with training support available in the deployed area of operation (AO).
- Provide guidance and assistance in developing a training-support request that is particular to the AO.
- Evaluate unit training-support request and coordinate inter- and intra-organizational support.
- Provide training support to deployed unit in the form of distributed learning support, training aids, devices, simulators, and simulations, and live-fire ranges.
- Coordinate training for pre-deployment, deployment, and re-deployment requirements.

14-19. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deploying units do not have the training-support personnel or expertise to execute this mission. The continuity provided by a civilian contingent provides stability with this function that could not be achieved with military personnel.

14-20. Standards: Series and Grades

The deployed training-support function requires a rear detachment (headquarters) to provide administrative support and horizontal and vertical reachback capabilities to supplement limited deployed resources. The grade range would be GS09 through GS13, series 0301 (with experience in training aids, devices, simulators, and simulations (TADSS) supply, safety, training ammunition, contracting, and administrative support).

Forward detachments (deployed training support centers) provide customer service and execute the training-support mission in the AO. The grade range would be GS09 to GS11, series 0301 (with experience in logistics, training support center operations, virtual trainers, simulators, military training, and range operations).

Section VI - Inspector General

14-21. Mission

The mission of providing inspector general support includes determining the state of morale, efficiency, economy, discipline, training, and readiness of the command.

14-22. Tasks

- Perform inspections.
- Provide assistance, investigations, teaching, and training.
- Perform planning and analysis.
- Information Management for IGMET (IG Worldwide Network).

14-23. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

14-24. Standards: Series and Grades

The grade range and series would be GS09 to GS11, series 1801 (Investigative Compliance).

Section VII - Airfield Operations

14-25. Mission

The mission of providing airfield operations support includes airfield management, air traffic control (ATC), flight servicing, and administrative support to assigned, attached, and tenant units at airfields throughout the forward area of responsibility (AOR) during CONOPS.

14-26. Tasks

- Provide management of all airfield operations, services, scheduling, movement, and support.
- Provide airfield operations services consisting of the following:
 - Flight dispatch branch.
 - Airfield services branch.
 - Petroleum, oil, and lubricants (POL) services branch.
 - Emergency crash rescue branch.
 - ATC division
- Airfield operations functions. FM 1-300 will be used as a guide to identify airfield operations functions and responsibilities.

14-27. Conditions: State of the Operational Environment

Commanders and planners should consider deploying DA civilians throughout all phases of CONOPS. However, special consideration should be given to the maturity of the operation with respect to security and standard of living before deploying DA civilians. A full list of considerations is in appendix E (page 58).

Deploying units generally do have sufficient organic personnel to perform implied tasks associated with airfield operations during the relatively short-term deployment and execution phases of CONOPS. Deploying units do not have the resources to perform airfield operations functions for the long term beyond deployment and execution phases without significant negative impact to the tactical mission. As CONOPS enters the follow-on operations phase, augmentation with DOD civilians to perform airfield operations functions can effectively relieve tactical commanders to focus maximum effort on the tactical mission.

14-28. Standards: Series and Grades

Depending on the scope of the mission specific to the airfield and ability of tactical commander to continue to perform airfield operations functions, some or all of the following personnel should be deployed as CONOPS transitions to follow-on operations phase:

- Airfield Manager, GS-2150-12/13
- Airfield Aviation Safety Officer, GS-0018-11/12
- Base Operations Branch Chief, GS-2150-10
- Flight Dispatch/Aviation Operation Specialists, GS-2154-7/8/9
- Aviation Services Branch Chief, GS-2150-9/10
- Aircraft Service Personnel, GS-2150-9
- POL Services Branch Chief, WG-5413-10
- POL Storage Specialists, WG-5413-7
- Emergency Crash Rescue Branch Fire Chief, GS-0081-12
- Emergency Crash Rescue Branch Fire Fighters, GS-0081-8
- Air Traffic Control Division Chief, GS-2152-12
- Air Traffic Controller, GS-2152-11
- Air Traffic Control Maintenance Branch Chief, GS-2152-12
- Equipment Specialist (Aircraft, GS-1670-9/11
- Supply Specialist, GS-2001-9

APPENDIX A – GLOSSARY AND SPECIAL ABBREVIATIONS

AAFES	Army and Air Force Exchange Service
ACE	analysis control element
ACES	Army Continuing Education System
AD	active duty
ADCON	administrative control
AE	Army in Europe
AO	area of operation
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APT	Army personnel testing
AQI	agriculture quarantine and inspection
AR	Army regulation
ATC	air traffic control
AT/FP	antiterrorism/force protection
BDU	battle dress uniform
CAD	CRC arrival date
CBCA	customs border clearance agent
CCO	contingency contracting officer
CEA	customs executive agent
CJCS	Chairman of the Joint Chiefs of Staff
COMSEC	communications security
CONOPS	contingency operations
CONUS	continental United States
COPS	Centralized Operations Police Suite
COR	contracting officer's representative
CRC	CONUS replacement center
DA	Department of the Army
DAC	Department of the Army civilian
DANTES	Defense Activity for Non-Traditional Education Support
DAWIA	Defense Acquisition Workforce Improvement Act
dbCAS	Database Commitment Accounting System
DCP	deployable processing code
DL	distance learning
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DPM	deputy provost marshal
DUIC	derivative unit identification code
ETA	estimated time of arrival
FM	field manual
FOB	forward operating base
GFP	Government-furnished property
HDT	high density target
HN	host nation
HQDA	Headquarters, Department of Army

HRP	high risk personnel
HVT	high value target
IDS	individual deployment site
IGNET	Inspector General Worldwide Network
IMO	installation management officer
IO	information operations
ISA	intermediate staging area
ITO	installation transportation office
JAG	judge advocate general
JCS	Joint Chiefs of Staff
JFC	joint-force commander
JRC	joint reception center
JSCP	Joint Strategic Capabilities Plan
LAD	latest arrival date
LES	leave and earning statement
LOGCAP	Logistics Civil Augmentation Program
MACOM	major Army command
MEDEVAC	medical evacuation
METL	mission-essential task list
METT-T	mission, enemy, troops, terrain, time available
MEVA	mission-essential or vulnerable area
MIPR	military interdepartmental purchase request
MOS	military occupational specialty
MP	military police
MPI	military police investigator
MWD	military working dog
NAF	nonappropriated fund
NCA	National Command Authority
NCOER	noncommissioned officer evaluation report
NGO	nongovernmental organization
NIPRNET	nonsecure Internet protocol network
NRP	non-unit related personnel
OCONUS	outside the continental United States
OEF	Operation Enduring Freedom
OER	officer evaluation report
OIF	Operation Iraqi Freedom
OPLAN	operation plan
ORC	overseas reception center
PAO	public affairs officer
PBAC	Program Budget Advisory Council
PIR	priority intelligence requirements
PM	provost marshal
POL	petroleum, oils, and lubricants
PR&C	purchase request and commitment
PSB	personnel support battalion
PSI	physical security inspector
R&R	rest and recuperation
RM	resource management
RSO	reception, staging, and onward movement

SASO	stability and support operations
SF	standard form
SGLI	Soldiers' Group Life Insurance
SIDPERS	Standard Installation/Division Personnel System
SIPERNET	secure Internet protocol network
SME	subject-matter expert
SOFA	status of forces agreement
SOP	standing operating procedure
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SRP	soldier readiness processing
SSCRA	Soldiers and Sailors Civil Relief Act
TADSS	training aids, devices, simulators, and simulations
TAI	traffic accident investigator
TCS	temporary change of station
TDC	theater distribution center
TDY	temporary duty
TOA	transportation operating agency
TTAD	temporary tour of active duty
U.S.	United States
UCFR	unit commander's finance report
UCO	unit claims officer
USAREUR	United States Army, Europe
USC	United States Code
USDA	United States Department of Agriculture
VTC	video-teleconferencing
WIAS	Worldwide Individual Augmentation System

Abbreviations used only in tables

CHAP	chaplain
CON	contracting
CPAC	civilian personnel advisory center
EN	engineer
EOD	entry on duty
FI	finance
GS	General Schedule
IG	inspector general
IRAC	internal review and audit compliance
JAG	judge advocate general
JD	job description
mgmt	management
NAF	nonappropriated fund
PAO	public affairs office
psn mgmt	position management
PM	provost marshal
POD	port of debarkation
POE	port of embarkation
RPA	request for personnel action
SUR	surgeon

APPENDIX B - DEFINITIONS

active duty (AD)

Full-time duty in the active military service of the United States. This includes members of the Reserve Components serving on active duty or full-time training duty, but does not include full-time National Guard duty.

augmentees

Soldiers or civilians reassigned as individuals in a temporary change of station (TCS)/temporary duty (TDY) (active duty) or temporary tour of active duty (TTAD)/mobilization (Reserve Component) status to temporarily fill a position that normally exceeds a deploying or deployed unit's authorized structure. Individual may backfill deploying soldiers or join a unit (to include a joint task force (JTF) headquarters or other headquarters element) that will deploy or has deployed.

civilian personnel/non-military

Includes Department of the Army civilian, Department of Defense civilian, contractor (contracted services), local national, Army and Air Force Exchange Service (AAFES) support, and Red Cross personnel.

contingency operations

Military operations that designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force or results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301(1), 12302, 12304, 12305, or 12306 of Title 10, chapter 15, or any other provision of law during a war or during a national emergency declared by the President or Congress. (10 USC Chapter 1 – Definitions.)

CONUS replacement center (CRC)

Deployment and redeployment processing center temporarily activated during a mobilization at a designated Army installation for non-unit related personnel (NRP) for movement to outside continental United States (OCONUS) theaters. The six CRC locations are: Fort Benning, GA; Fort Gordon, GA; Fort Knox, KY; Fort Sill, OK; Fort Bliss, TX; Fort Leonard Wood, MO.

critical shortage

Commander-identified personnel and equipment shortfalls that require immediate fill for the unit to be mission capable. It is not the same thing as the total shortages against required strength.

emerging contingency operations

Military operations with little or no warning time that affects National security or are in support of a National emergency. With direction from the National Command Authority (NCA), augmentation requests supporting these operations are generally filled immediately.

fill

Individuals of suitable grade and skill (Active Component, Reserve Component, or civilian) who have been identified by name, and directed by HQDA, to support a validated requirement (paragraph and line number) and have departed the continental United States (CONUS).

individual deployment site (IDS)

Performs functions of a CONUS replacement center (CRC) for low-level flow of non-unit related personnel (NRP) deploying to theaters outside the continental United States (OCONUS).

individual augmentee or filler

An individual temporarily assigned (TDY or TCS status) or attached to a unit in a position that normally exceeds a unit's authorized structure to perform a specific operation or mission. This individual may backfill deploying soldiers or join a unit (to include a joint task force (JTF) headquarters or other headquarters elements) that will deploy or has deployed.

joint reception center (JRC)

Established in the operational area per direction of the joint-force commander (JFC). The purpose is to facilitate the reception, accountability, processing and training of military personnel, DOD civilians, contractor employees, and individual augmentees when they arrive in the operational area.

latest arrival date (LAD)

Latest date a unit or individual is required to be at the port of debarkation (POD) and complete unloading in support of a specific operation plan (OPLAN).

mature/recurring contingency operation

Contingency operation with recurring requirements. These are operational requirements with a long-term standing requirement, such as Operation Joint Forge.

non-military

A U.S. Department of the Army (DA) civilian employed to support a specified operation.

non-unit related personnel (NRP)

All personnel requiring transportation to or from an area of operations, other than those assigned to a specific unit. Examples are: filler personnel, replacement, temporary duty, medical evacuees, civilians (for example, DOD, Red Cross, and civilian contractors).

operational mission

Any employment of military resources to accomplish a task other than administration or training.

operation plan (OPLAN)

Any plan, except the Single Integrated Operation Plan, prepared to conduct military operations in a hostile environment by the commander of a unified command in response to a requirement established by the Chairman of the Joint Chiefs of Staff.

Reserve Component (RC)

The National Guard of the United States, the Army Reserve, the Naval Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve.

supported commander

Commander who has primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan (JSCP) or by other authority. This also applies to the commander who originates an operations plan in response to requirement of the Joint Chiefs of Staff (JCS).

supporting commander

Commander who provides augmentation forces of other support to a supported commander or who develops a supporting plan. This also includes the transportation operation agencies (TOAs).

temporary change of station (TCS)

A method of temporarily reassigning an individual soldier or civilian to support a contingency or humanitarian operation when this person will return to the home unit on redeployment. For soldiers, this method of deployment includes a personnel transaction on the SIDPERS system (which then recognizes the soldier as deployed). The benefits and restrictions for soldiers are the same as those on temporary duty (TDY); however, the orders format used is format 401. Civilians can also deploy as TCS, but DA Form 1610 is used for their TCS.

theater

The geographic area outside the continental United States (CONUS) for which a commander of a unified command is assigned military responsibility.

unit

Any identified and manage group or detachment of one or more individuals organized to perform a particular function whether or not such a group is part of a larger group.

unified command

A command with a broad and continuing mission under a single commander and composed of significant assigned components of two or more services.

validation

The determination that specific augmentation requirements are necessary to perform an assigned mission.

validation criteria

Standards established to determine augmentation requirements for specific missions.

APPENDIX C – LEGAL AND REGULATORY AUTHORITIES

Section I - General References

Section 3013, Title 10, United States Code
(available at <http://www4.law.cornell.edu/uscode/10/stB.html>)

Federal Personnel Management Supplement 990-3, National Emergency Standby Regulations (Personnel and Manpower)
(See your personnel office if you need a copy of this publication.)

DOD Directive 1400.31, DoD Civilian Work Force Contingency and Emergency Planning And Execution
(available at <http://www.dtic.mil/whs/directives/corres/html/140031.htm>)

DOD Directive 1404.10, Emergency-Essential (E-E) DoD U.S. Citizen Civilian Employees
(available at <http://www.dtic.mil/whs/directives/corres/html/140410.htm>)

DOD Instruction 1400.32, DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures
(available at <http://www.dtic.mil/whs/directives/corres/html/140032.htm>)

AR 10-5, Headquarters, Department of the Army
(available at http://www.army.mil/usapa/epubs/pdf/r10_5.pdf)

AR 500-5, Army Mobilization
(available at http://www.army.mil/usapa/epubs/pdf/r500_5.pdf)

AR 600-3, The Army Personnel Proponent System
(available at http://www.army.mil/usapa/epubs/pdf/r600_3.pdf)

AR 690-11, Mobilization Planning and Management
(available at http://www.army.mil/usapa/epubs/pdf/r690_11.pdf)

AR 715-9, Contractors Accompanying the Force
(available at http://www.army.mil/usapa/epubs/pdf/r715_9.pdf)

DA Pamphlet 500-5-1, Individual Augmentation Management
(available at http://www.army.mil/usapa/epubs/500_Series_Collection_1.html. NOTE: An AKO account is required to access this publication.)

DA Pamphlet 690-47, Civilian Personnel Handbook, DA Civilian Employee Deployment Guide (available at http://www.army.mil/usapa/epubs/pdf/p690_47.pdf)

DA Pamphlet 715-16, Contractor Deployment Guide
(available at http://www.army.mil/usapa/epubs/pdf/p715_16.pdf)

Section II - Referenced Publications

AR 190-11, Physical Security of Arms, Ammunition and Explosives
(available at http://www.army.mil/usapa/epubs/pdf/r190_11.pdf)

AR 190-13, The Army Physical Security Program
(available at http://www.army.mil/usapa/epubs/pdf/r190_13.pdf)

AR 190-51, Security of Unclassified Army Property
(available at http://www.army.mil/usapa/epubs/pdf/r190_51.pdf)

AR 525-13, Antiterrorism
(available at https://akocomm.us.army.mil/usapa/epubs/dr_pubs/dr_b/r525_13.pdf)

FM 1-300, Flight Operations Procedures
(available at http://www.army.mil/usapa/doctrine/DR_pubs/dr_a/pdf/fm1_300.pdf)

SF 1402, Certification of Appointment

APPENDIX D – PHASES OF CONOPS WHEN DA CIVILIAN USE WOULD BE APPROPRIATE

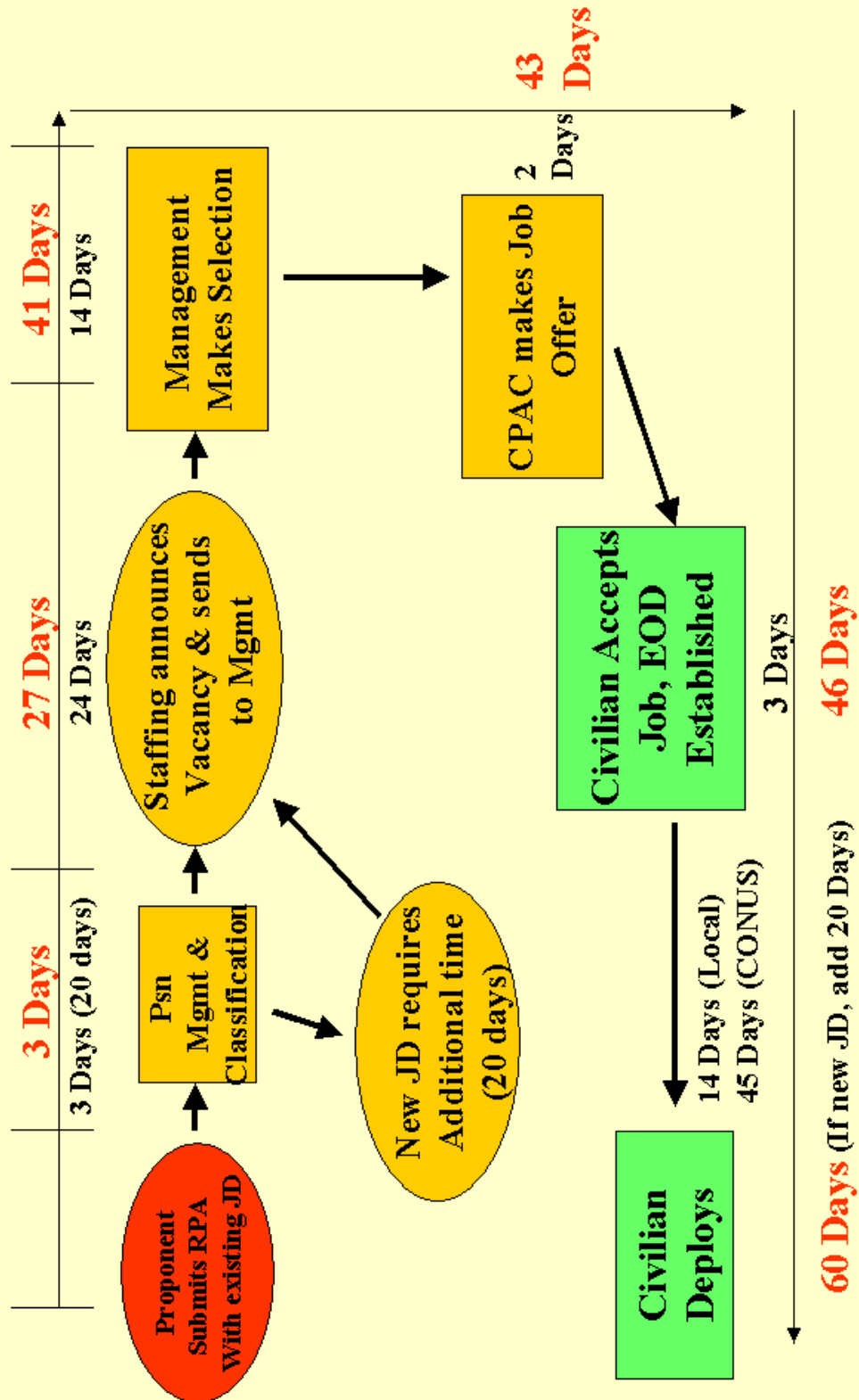
TITLE 10 FUNCTION	PRE- DEPLOYMENT	DEPLOYMENT	EXECUTION	FOLLOW-ON OPERATIONS	REDEPLOYMENT
PERSONNEL - Personnel Services - Postal - Casualty Assistance - Awards - Education Assistance - Installation Safety - Morale, Welfare, and Recreation	X	X	X	X	X
CHAPLAIN - Religious Activities - Services and Counseling			X	X	X
PROVOST MARSHAL - Law Enforcement - Criminal and Traffic Investigations - Civil Policy Liaison - Physical Security - Customs	X	X	X	X	X
FORCE PROTECTION	X			X	X
TRANSLATION/LINGUIST		X	X	X	
LEGAL - Legal Assistance - Claims - Civil Law - Administrative Law - Criminal Law	X	X	X	X	X
RESOURCE MANAGEMENT - Budget Requirements	X	X	X	X	X
LOGISTICS - Supply - Maintenance - Theater Transportation and Movement - Field Services	X	X	X	X	X
ENGINEER - Facilities - Construction - Real Estate - Water Sanitation - Environmental	X			X	X
CONTRACTING	X			X	X
FINANCE - Pay Support - Check Cashing and Currency Conversion				X	X
MEDICAL - Care and Treatment - Evacuation - Preventive Medicine - Veterinarian - Dental	X	X	X	X	X
NON-TITLE 10 SUPPORT FUNCTIONS - Public Affairs - Intelligence - Communications - Internal Review and Audit Compliance - Training - Inspector General - Airfield Operations	X	X	X	X	X

APPENDIX E – CONSIDERATIONS FOR DEPLOYMENT OF DA CIVILIANS

Commanders and planners should use the following questions and criteria when determining if it is appropriate to deploy or convert positions to DA civilian in support of CONOPS:

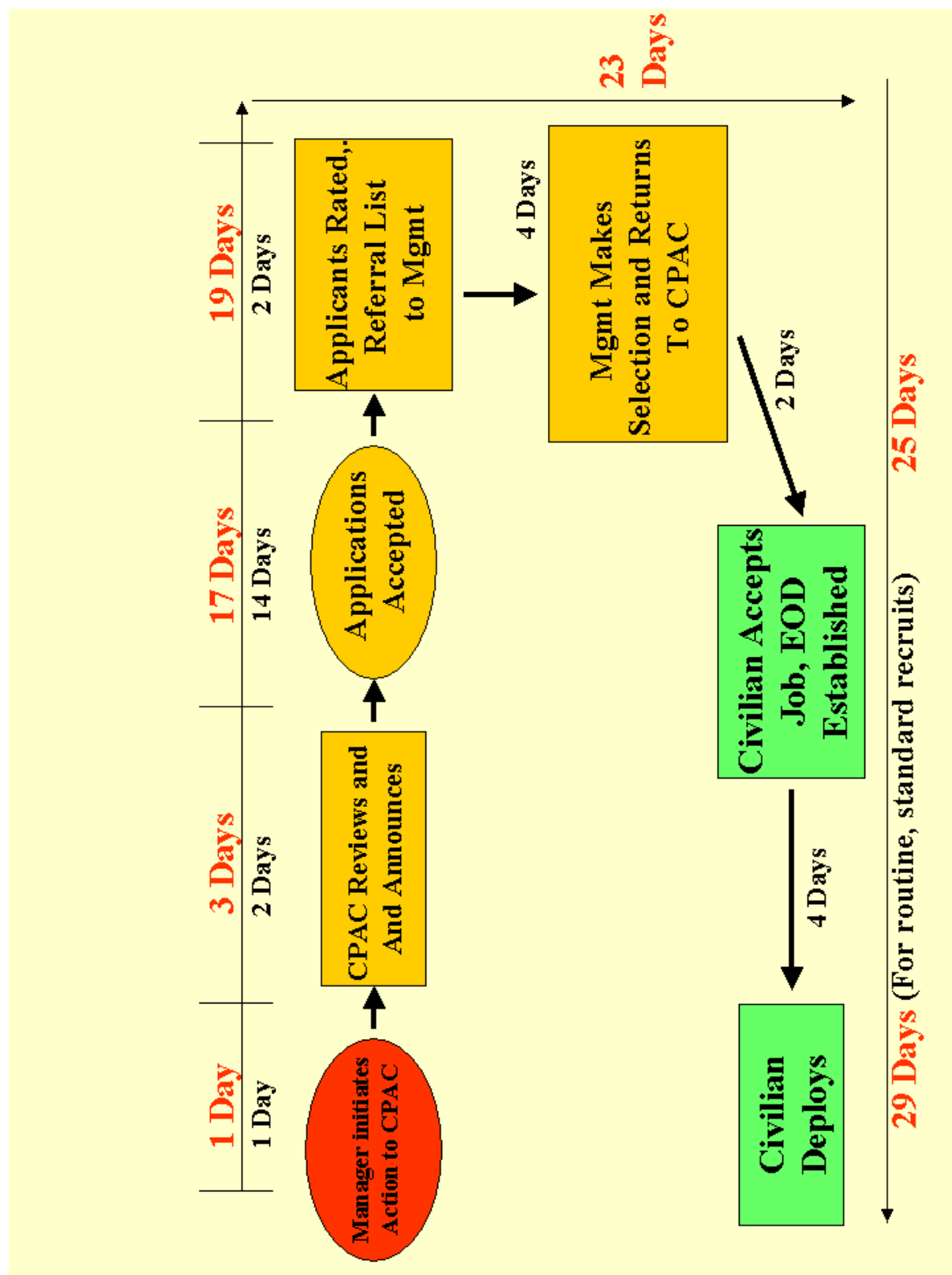
- Is the requirement valid?
- Can personnel already in the area of operation fill the requirement?
- Is there sufficient security?
- Is there sufficient quality of life?
- Will host nation accept entrance of DA civilian (SOFA)?
- Do the rules of engagement permit the introduction of a noncombatant to serve the function of a combatant?
- Is it legal?
- Has the requirement been validated?
- Is the DA civilian deployable?
- Is the tactical requirement greater than the garrison requirement?
- Is transportation available?
- Is DA civilian funding available?
- Can the mission be accomplished from homestation? surge capacity? circuit ride?
- Is current military rank still valid? Can it be downgraded/converted to civilian equivalent?
- Do the operational environment, force protection concerns, etc. call for DA civilian augmentation to the deployed headquarters or units?

APPENDIX F - MODELS FOR DEPLOYING DA CIVILIANS



Model 1

Appropriated fund employees



Model 2

Nonappropriated fund employees

APPENDIX G - DEPLOYED INCOME AND ENTITLEMENTS COMPARISON

Benefit/Entitlement/ Deduction	Military	Civilian
Housing Allowance (BAH/OHA)	If BAH/OHA is authorized continues to be paid (not taxed)	If recruited from overseas where LQA is authorized it continues to be paid (not taxed). None if recruited from CONUS
Subsistence Allowance (BAS)	If BAS is authorized continues to be paid (not taxed)	None
Life Insurance	SGLV: \$200,000, at a cost of \$20 per month	FEGLI: Basic coverage=basic annual salary rounded off to the highest \$1,000 + \$2,000, at a cost of \$0.15 per \$1,000, each pay period
Health Insurance	TRICARE (Military member pays one-time payment and a deductible for family member)	Employee pays for coverage of self & family and a deductible
Income Tax Exemption	In Qualified Hazardous Duty Area or Combat Zone Tax Exception area. Enlisted: All pay exempt from Federal and state taxes. Officer: first \$5957.70 a month is exempt from Federal and state taxes (thru 30 Sep 03)	None
FICA	6.20%	FERS: 6.20% CSRS: None
Medicare	1.45%	1.45%
Retirement	None	FERS: 1.05% CSRS: 7.25%
Post (Hardship) Differential Foreign Post Differential	None	Up to 25% of basic pay, based on location after 43 rd consecutive day in theater (TDY), from first day (TCS)
Overtime	None	There is no guaranteed amount of overtime, however, unlimited overtime is usually available early during the deployment. As deployment matures need for overtime is expected to diminish.
Imminent Danger Pay	\$225 per month, unless receiving hostile fire pay (not prorated) (thru 30 Sep 03)	\$225 per month, prorated daily (unless receiving danger pay under DSSR Section 652f) (thru 30 Sep 03)
Danger Pay (DSSR Section 652f)	None	Up to 25 % of basic pay for authorized locations
Family Separation	\$250.00 per month (thru 30 Sep 03)	Separate maintenance allowance (SMA) cannot be paid to employees receiving LQA, the amount depends on family size.
Hardship Duty Pay-Location	Up to \$150 per month, based on location	None
Hostile Fire Pay	\$225 per month (thru 30 Sep 03)	None
Cost of Living Allowance (COLA)	Based on location of residence	None
Storage of Household Goods	Authorized	TDY – None; TCS – Temporary Storage.
Storage of POV	Authorized	Authorized for employees in Germany only.